



October 13, 2011

Richard Sarles  
General Manager  
Washington Metropolitan Area Transportation Authority  
600 Fifth Street, NW  
Washington, DC 20001

Verizon Wireless  
400 Friberg Pkwy  
Westborough, MA 01581

Dear Richard:

I am writing on behalf of the Carrier Team to request your further assistance in making sure this Project reaches a successful conclusion. It is imperative that the Project proceed at a much faster pace in this last year before expiration of the legislative deadline for WMATA providing wireless service throughout the Metro System. The Team continues to strive to work with you, Mr. Kubicek, Mr. Borek and others in your organization to ensure that barriers to completing work are quickly removed, but we need an augmented effort from WMATA as the deadline approaches.

By now, WMATA and the Team have identified the major challenges and discussed them, but together we need to take the next step of setting an action plan and implementing it to expedite the work. For example, the Team and WMATA executed an amendment to the License Agreement in February 2011 in which the Team agreed to pay for 40 hours per week of escort time for each of 40 dedicated escorts, regardless of hours actually worked on the Project, for the express purpose that such resources could be immediately available to further the work. Unfortunately, that benefit has not been fully realized, because WMATA belatedly imposed training requirements that mean such escorts cannot achieve Level IV escort status until May 2012. We recognize the importance of training, but there must be a way to satisfy both WMATA's training concerns and WMATA's commitment to the Carriers, if we focus on it and make it happen. In short, these critical resources, for which we pay approximately \$305,000 per month, need to be immediately able to work at Level IV escort status in at least a non-track set up capacity.

Other recurring issues that result in significant amounts of lost time also require immediate action. A review of access, delays, cancellations and escort staffing during a recent 2 month period reveals that all of these factors continue to impede the Team's ability to develop and implement a meaningful schedule to complete the Project on time. For example, there were many instances when requested work could not be performed because of insufficient escorts. Even once access was granted, WMATA organizational issues resulted in the Team in a substantial loss of productive time. Among the reasons for the lost time in rank order of impact: (1) escorts arrived late; (2) no or insufficient escorts; (3) other equipment in the area; (4) set up delays; (5) Operations Control Center delays; (6) escorts arrived unprepared; (7) equipment arrived late and (8) rights transfer problems.

To ensure that more access can be fully and productively used, the Team asks that WMATA, with full support from its top leadership, immediately take the following actions:

- (1) Fully support the Carrier Team's "Priority Access" requirements to complete the work necessary to turn up 20 stations before the end of the year. We need WMATA's top management's focus and support to enable these requirements to receive top priority for the Neutral Host project and to avoid subordination of our chainage needs and work areas.
- (2) Provide accurate and detailed information about Extended Outs to the Team as soon as such information becomes available. Additionally, we ask WMATA to actively involve the Carrier Team and its Contractor in planning the work in each area involved in the Extended Out. This will improve efficiency, coordination of activities and utilization of rolling stock and resources.
- (3) Provide Early Outs with the full benefit of up to 6 hours of track access starting work at 9 PM versus a 12:30 AM.
- (4) Increase the hours of productive Non-Revenue Work to 4 full hours per night for Supervisory and/or Red Tag work by starting immediately after the last train leaves a given station and not ending until 4:30 AM.
- (5) Provide at least 100 escorts, including those dedicated to the Project.
- (6) Eliminate escorts arriving late.
- (7) Require WMATA RWICS to call in track rights to OCC immediately upon arrival at stations at 12:00 midnight, or sooner, and not wait until after Safety Briefings.
- (8) Provide more Carrier Team primary track rights via shutdowns and single-tracking events. or in the alternative, more direct input and coordination with other groups such as NTSB, IRPG, and other existing WMATA projects to provide additional access opportunities to increase the amount of work being done in parallel on the WCI.
- (9) Provide timely reviews and approvals including approvals of Site Specific Work Plans (SSWP's) within 21 days of submittal by the Carrier Team with no "restarting of the clock" after initial WMATA comments. Eliminate "rolling comments" whereby different WMATA departments have several bites at the apple on a rolling basis (e.g., Phase 3 & 4 mid-tunnel RHG designs). WMATA's current 100+ day approval turn-around is simply not acceptable. WMATA can – and should – do much better on this critical path step.
- (10) Approve Site Specific Work Plans (SSWPs) for installation of radiating cable (and fiber to the extent it is now needed) on the Third Rail Wall in CRCS Core Segment 1. There is no reason to delay approval while considering safety barriers for work on vent shaft RHGs since no such units will be installed in CRCS Core Segment 1.

- (11) Waive WMATA's protocol which prohibits more than one project at a time on an entire track line.
- (12) Clarify and mitigate on an ongoing basis the potential schedule impacts anticipated from the WMATA Safety rules, regulations, and shut-downs being implemented in 2011/12 with regard to working in Rights of Way. For example, the Carrier Team rejects the WMATA notion that the Neutral Host Project can be pushed out beyond the 10/16/2012 milestone date due to "shortages of escorts"; rather the focus should be on solving the escort shortage problem.

We recently have had good discussions with Mr. Kubicek and Mr. Borek, however, as we enter this last crucial year, we ask you to energize the WMATA organization as a whole to form and implement action plans to greatly increase the pace of work. To this end, the Carrier Team would like to meet with you and your leaders to reach agreement on the overall concept of picking up the pace, and to review these issues and to assign leaders and accountability. With thought, focus and creativity, this Project can be supported concurrent with other projects. Both WMATA and the Carrier Team benefit by making progress on this strategic project. We will call you to propose possible meeting dates.

Thank you for your consideration.

Best regards,



Dave Heverling  
Area Vice President Network  
Northeast Area  
Verizon Wireless

Cc: Dave Kubicek  
Kevin Borek